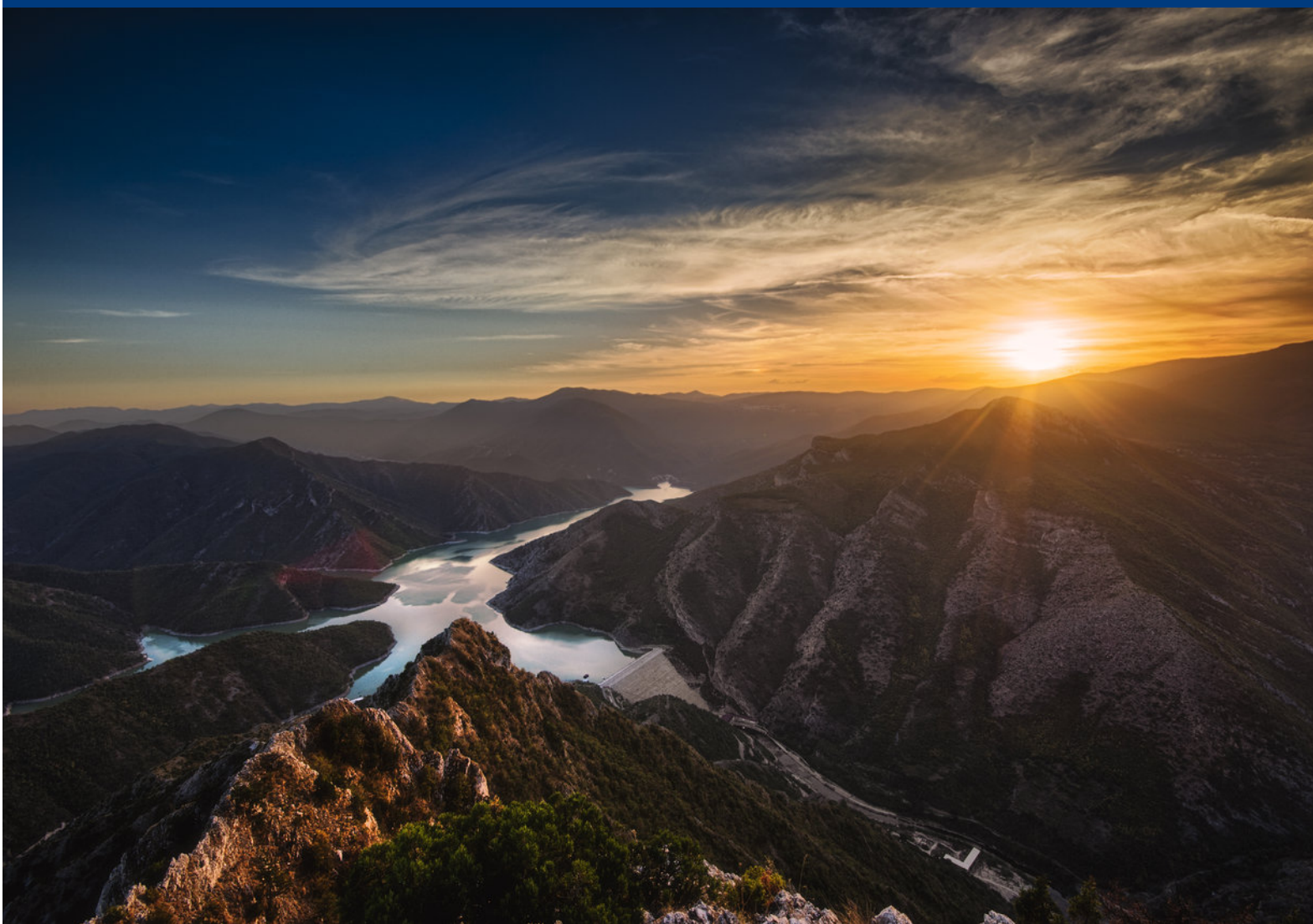




USAID
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USAID/MACEDONIA JUDICIAL STRENGTHENING PROJECT

QUARTERLY REPORT: APRIL – JUNE 2015



July 16, 2015

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The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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LIST OF ACRONYMS

| | |
|---------------|--|
| AC | Administrative Court |
| ACCMIS | Automated Court Case Management and Information System |
| BAR | Bar Association of the Republic of Macedonia |
| BC | Basic Court |
| CAA | Court Administration Association |
| COR | Contracting Officer's Representative |
| CSC | Court Service Council |
| CSO | Civil Society Organization |
| DCM | Differentiated Case Management |
| ECR | Electronic Court Recording |
| ELSA | European Law Students' Association |
| IACA | International Association for Court Administration |
| INL | Bureau of Narcotics and Law Enforcement |
| IR | Intermediate Result |
| IT | Information Technology |
| JBF | Judicial Branch Forum |
| JC | Judicial Council of the Republic of Macedonia |
| JSP | Judicial Strengthening Project |
| JTA | Academy for Judges and Public Prosecutors (also known as Judicial Training Academy or the Academy) |
| LCP | Law on Civil Procedure |
| LPA | Legal Professional Association |
| MJA | Macedonian Judges Association |
| MOJ | Ministry of Justice of the Republic of Macedonia |
| MYLA | Macedonian Young Lawyers Association |
| NTS | National Time Standards |
| RFP | Request for Proposals |
| ROLC | Rule of Law Council |
| SC | Supreme Court of the Republic of Macedonia |
| Tt DPK | Tetra Tech DPK |
| US | United States of America |
| USAID | United States Agency for International Development |

INTRODUCTION

The United States Agency for International Development (USAID)/Macedonia Judicial Strengthening Project (JSP) is an ambitious four-year endeavor that started in November 2011. The overarching objective of the project is to help the Macedonian judiciary to evolve as an independent, self-governing, effective, and accountable branch of government capable of meeting the needs of citizens, businesses, and organizations for prompt and impartial protection of their rights and adjudication of their legal disputes.

This quarterly report for April through June 2015 focuses on the progress and implementation of programmatic activities and tasks aimed at delivering the results required under the Tetra Tech DPK (Tt DPK) contract with USAID. A brief description of the objectives, areas of work, project activities, and expected results follow.

1. OBJECTIVES

The overarching objectives of the project are to strengthen the role of the judiciary in the separation of powers and to develop broad-based support for rule of law and judicial-sector reform. More specifically, the project focuses on supporting the development of professional associations in the justice sector, developing effective court governance systems and practices, and improving the efficiency and quality of justice.

2. AREAS OF WORK

The project's main components are outlined below.

2.1 Advocacy and Citizen Participation in Judicial Sector Reforms

The JSP supports the development of the capacities of professional associations in the justice sector to play a leadership role in efforts to reform the justice system and to advocate for the interest of their members, and increases public awareness and participation in justice-sector reforms and rule-of-law issues.

2.2 Independent, Efficient, and Consistent Application of Judicial-Sector Policies and Practices

The JSP develops effective court governance systems and practices, increases the role of the judiciary in preparing laws and policies governing the branch, establishes regular coordination and consensus-building on key issues among judicial institutions, promotes more effective and accountable operation of judicial-sector institutions and courts, improves court operations through innovation and technology, and designs and applies performance standards.

2.3 Effective Legal Personnel and Efficient Processes

The JSP improves efficiency and quality of justice by providing specialized trainings to judges, developing and applying national time standards for case processing, and building the capacities of court personnel to provide efficient services to court users.

3. PROJECT ACTIVITIES

The project provides technical and managerial experience to key counterparts in the judiciary, legal professional associations (LPAs), and civil society organizations (CSOs) active in the judicial sector.

The range of support includes a combination of targeted long-term technical assistance, advisory services, project initiatives, and other forms of assistance identified as necessary for each of the results prescribed. Key activities and tasks include the following:

- Identifying and supporting key civil society and professional associations in their efforts to promote civil society support for the rule of law and an independent judiciary

- Building capacity of designated LPAs
- Assisting designated LPAs and CSOs in supporting laws, policies, and practices that support judicial independence
- Identifying gaps and/or idiosyncrasies in policies and practices of judicial administration and management and support reform
- Building leadership and management capacities
- Supporting the development of needs-based budgets for the courts
- Supporting education for various sectors of the judicial sector, including president judges, court administrators, and court staff to enhance efficiency and timeliness

4. PROJECT RESULTS FRAMEWORK

The USAID/Macedonia JSP employs a results-driven approach to its planning and programming.

4.1 JSP Results Areas

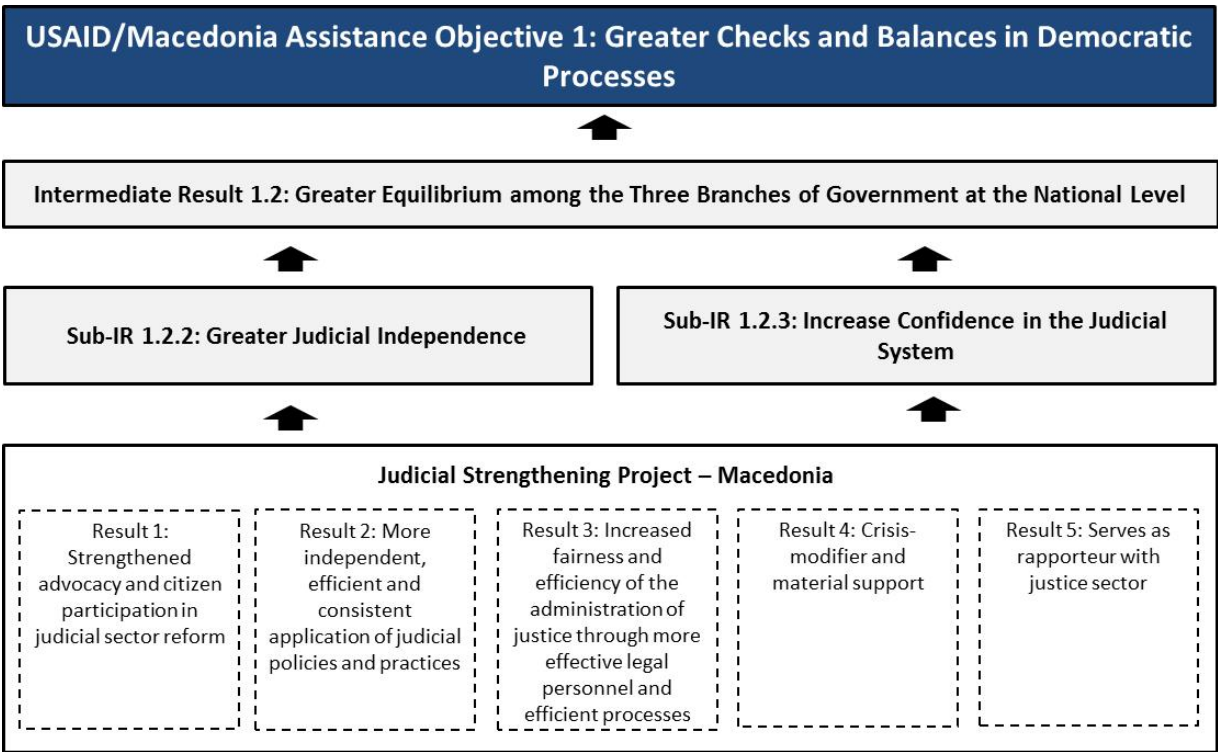
During Quarter I of Year IV, the project has continued to focus on the following five key results:

- Result 1: Strengthened advocacy and citizen participation in judicial sector reform
- Result 2: More independent, efficient, and consistent application of judicial policies and practices
- Result 3: Increased fairness and efficiency of the administration of justice through more effective legal personnel and efficient processes
- Result 4: Crisis-modifier and material support
- Result 5: Serving as *rapporteur* with justice sector

These five results areas contribute to the USAID Foreign Assistance Framework for Macedonia.

4.2 USAID Results Framework

The JSP supports the USAID/Macedonia Assistance Objective I: Greater Checks and Balances in Democratic Processes. Under this Assistance Objective, the project supports Intermediate Result (IR) 1.2: Greater Equilibrium among the Three Branches of Government at the National Level. Specifically, the JSP works toward Sub-IR 1.2.2: Greater Judicial Independence and Sub-IR 1.2.3: Increased Confidence in the Judicial System. The chart below illustrates the conceptual linkages between the JSP and the USAID/Macedonia Framework.



PROGRAM-RELATED ACTIVITIES AND TASKS

RESULT 1: STRENGTHENED ADVOCACY AND CITIZEN PARTICIPATION IN JUDICIAL SECTOR REFORM

1.1 Requirement 1.1: A Short, Focused Assessment, Baseline Survey, and Resulting Action Plan on Justice Sector LPAs and CSOs, and the Role They Can Play in Strengthening the Rule of Law in Macedonia

The Judicial Strengthening Project fulfilled Requirement 1.1 during its first two years of implementation.

1.2 Requirement 1.2: Per the Findings of Requirement 1.1, the Capacity of at Least Two Judicial Sectors Professional Associations Are Improved

Per the findings of Requirement 1.1, the JSP designed, delivered, and completed a training program to build the capacities of the Macedonia Judges Association (MJA), Court Administration Association (CAA), and other LPAs and CSOs. The sections below outline the follow-up activities and events carried out during this quarter that built on the implementation of the training program.

1.2.1 Support the operation and promotion of the ROLC and constituent organizations

European Law Students Association (ELSA)

Presentation of ELSA brochure

During the Open Day at Courts on April 2, the ELSA brochure on free legal aid was presented to high school and university students at the Basic Court (BC) Prilep and BC Bitola. See: “*Open Day at Courts*”, under 1.2.2. As reported in the previous quarter, the JSP supported printing of 500 copies of the bilingual (Macedonian and Albanian) ELSA brochure on free legal aid, designed to raise awareness of legal aid in Macedonia, with a particular focus on the eligibility and procedures for receiving free legal aid.

Court Administration Association (CAA)

Sixth Annual Assembly

The CAA’s Sixth Annual Assembly took place on June 11-12 in Veles, with the JSP’s financial support. The Assembly, which was attended by 64 participants, included a presentation and discussion of the CAA’s ongoing advocacy efforts to change and amend the Law on Court Service (LCS). The CAA President also informed the participants about the organization’s achievements in 2014, including the number of trainings for court employees organized through the Academy for Judges and Public Prosecutors (Academy), and the twelve applications that were submitted to various donors to obtain project funds. While, none of them were successful, the CAA concluded to continue its efforts of submitting applications to donors, both individually and through the ROLC.

1.2.2 Broad-Based Rule of Law Coalition of LPAs

Support the Rule of Law Council (ROLC) Public Awareness Campaign

The ROLC public awareness campaign on *Faster, More Effective and Fair Criminal Court Procedures* launched on February 26 and was concluded in May. The campaign included TV and radio spots, brochures, leaflets, posters, social media outreach and informative meetings with journalists. The TV spot, which was also posted on Facebook, reached 392,472. Of the target audience of 18-35 years, 66.4 percent viewed the TV spot more than one time and 38.1 percent viewed the TV spot more than three times. The TV spot was also posted on the Facebook page, which received 3,510 fans and 3,926 likes. The website for the campaign was visited by 7,625.

In April, media vendor McCann organized an informative meeting with journalists aimed at expanding the knowledge of journalists on the major innovations introduced with the revised Law on Criminal Procedure (LCP). The event was attended by three media outlets. A third and final event with

journalists was organized in May as a more comprehensive two-day training, and was attended by seven media outlets.

The social media part of the campaign continued through April, on social media channels—Facebook, Twitter and YouTube. Web banners were placed on several web-portals including www.grid.mk, www.kajgana.com, www.time.mk, www.pravo.org.mk, www.plusinfo.mk, www.pravdiko.mk, www.off.net.mk, www.faktor.mk, www.crnobelo.mk, www.mkd.mk, www.tocka.com.mk and www.sitel.com.mk.

Fifteen thousand copies of two brochures—10,000 for the general public and 5,000 for the legal community—were finalized and distributed, along with previously printed 20,000 flyers and 2,000 posters to courts, public prosecution offices and penitentiaries according to the distribution plan.

Open Day at Courts

On April 2, the ROLC completed its second public awareness activity entitled “Open Day at Courts,” at seven Basic Courts throughout the country: Ohrid, Prilep, Bitola, Tetovo, Struga, Veles and Strumica. The main objective of the event was to improve courts’ transparency and help reduce citizens’ fear and ignorance about the courts through understanding of basic court processes.

The Open Day included organized tours of the courts’ premises, guided by public relations officers who explained the courts’ competences and judicial processes. The hosts also presented the work of judges and non-judicial staff, as well as the rights and obligations of citizens before the court. The audience primarily consisted of high school and university students.

The Open Day at Courts was provided an excellent opportunity for citizens to become familiar with the Law on Free Legal Aid. Two ELSA members, Vasilij Berzecki and Maja Veljanova, completed four presentations at the BC Prilep and BC Bitola of ELSA’s most recent thematic brochure on free legal aid, published with JSP support.

Public discussion on ROL perceptions in MK

On May 20, the ROLC implemented, with JSP support, public roundtable, *Implementation of the new Law on Criminal Procedure - Perspectives, Challenges and (dis)Advantages*. Four prominent legal professional panelists addressed the participants and provided an overview of the 18-month implementation of the law: Ms. Sandra Krstic, Judge at Basic Court Skopje I; Mr. Lazar Nanev, Judge at Basic Court Kavadarci; Mr. Todor Vitlarov, High Public Prosecutor at High Public Prosecutor’s Office Shtip; and Mr. Zvonko Davidovic, Attorney at Law.

Thirty-one participants attended the roundtable, including members of civil society organizations active in the field of criminal justice, and ROLC members. As a result of the engaging discussions during the roundtable, participants requested another roundtable on the same topic, which will be organized by the ROLC later this fall. As envisioned in the JSP work plan, the second public roundtable on ROL perceptions will be held in September 2015.

Support development of new three-year Strategic Plan 2016-2018 for ROLC

After implementing a significant portion of its first one-year strategic plan, the ROLC began the strategic planning process for the next three years 2016-2018. Considering the ROLC successes achieved in the past period and the strong need for further organizational development and sustainability, the JSP is supporting in contracting the company Trajkovski & Partners Consulting (T&P) to facilitate the development of the new plan.

In June, T&P held meetings and interviews with the key actors of ROLC, representatives from McCann¹ and the JSP staff to discuss the ROLC current status and achieved results. On June 10, T&P facilitated a one-day orientation strategic planning workshop to introduce and reiterate with the ROLC members the process and methodology for developing strategic plans, analyze the current status of ROLC, and reassess its mission and vision. A two-day strategic planning workshop was held on June 24-25 during which the ROLC vision and mission were modified, and the ROLC priorities, programs and activities for the next three years were defined. The first in-house session was scheduled for July 2, to finalize the detailed planning of the activities that will be part of the ROLC strategic programs. The remaining two in-house sessions will be held upon the return of the ROLC members from the JSP-supported study tour in the United States.

RESULT 2: MORE INDEPENDENT, EFFICIENT AND CONSISTENT APPLICATION OF JUDICIAL POLICIES AND PRACTICES

2.1 Requirement 2.1: Legal Framework and Judicial Branch Policies Strengthen Independence, Effectiveness, and Accountability of the Judicial System

2.1.1 Support Periodic Meetings of the Judicial Branch Forum (JBF)

The ninth JBF meeting was completed on June 22-23 in Ohrid. Attendees included: the former JC President, the Presidents of the appellate courts Bitola, Gostivar and Shtip, and the President of the Administrative Court.

Following two days of presentations and discussions, key points of discussion included:

- In September/October 2015, the JSP will support a working meeting of judges from the appellate courts and the Supreme Court, with the aim of harmonizing court practice.
- Briefing on the concept, mandate, and preparations of the pilot Analytical Offices being established in the JC and Basic Court Skopje I. Participants agreed that this is an excellent concept and suggested that Analytical Offices be created in the appellate courts and in the Administrative Court after the pilot implementation.
- Transferring data between courts: when a decision has been appealed, transferring data should be enabled from the courts of lower instance to the higher courts. Until the court budget is able to fund an upgraded data plan, the transfer of data is disabled.
- The JC should be allowed to use the data from the electronic files of all cases. (The next step in this process is developing software for interoperability between ACCMIS and JCMIS, which is currently being supported by the JSP (mentioned under 2.2.4)).
- Each appellate court should be allowed to have an insight into the other appellate courts' database of legal valid decisions.

This ninth JBF meeting was prepared and organized by the JC in an effort toward long-term sustainability of the JBF. The institutionalization of the JBF will fill the need for high level identification of problems and problem solving across key judicial branch institutions, leading to enhanced independence of the judiciary. Thus far, the JSP has supported eight meetings of the top leaders of the judiciary, striving towards a more coordinated approach of judicial administration to the identified problems and challenges of the judiciary.

2.1.2 Support Amending the Law on Civil Procedure (LCP)

A working group created by the Ministry of Justice (MOJ) has drafted LCP amendments, which will be submitted to the Parliament if consensus is reached with coalition partners. The Ministry has not yet requested support from the JSP in this activity and has not shared the amendments with the JSP to date.

¹ McCann is the marketing and advertising agency that implemented the ROLC public information campaign on the Law on Criminal Procedure, from February to May 2015.

2.1.3 Support Amending the Law on Case Management (LCM)

As reported in the previous quarter, the JSP supported the efforts of the working group to draft changes and amendments to the LCM. The working group, consisting of members of the Judicial Branch Forum (JBF), drafted amendments focusing on the operations of the Working Bodies for Case Flow Management and the publishing of court decisions on court websites.

The JSP sent the text of the changes and amendments along with elaboration to the MOJ for review and further processing. At quarter's end, the MOJ was in the process of reviewing the proposed changes.

2.2 Requirement 2.2: Administration and Management Rules, Policies and Procedures, Systems and Practices to Support a Modern Court System

2.2.1 Support establishment of Analytical Offices to perform applied research and analysis

In order to facilitate the launch and proper functioning of two analytical offices at the Basic Court (BC) Skopje I and the JC, the JSP procured three furniture sets and three IT equipment sets for each of the above institutions. The furniture sets include a desk, a drawer cabinet and a chair; the IT equipment set includes a personal computer, a monitor, a Microsoft license, antivirus software, a multifunctional printer, Open Office and a UPS.

The JSP completed a working meeting for five employees of the Analytical Office at the BC Skopje I. The agenda included defining the tasks of the Analytical Office, as well as the required profile of its staff and their job descriptions. Added value at the workshop was the presence of the DCM consultant Mr. Ron Stout, who shared his extensive experience by giving an overview of the set up and tasks of similar offices in the New York court system. The second meeting with the BC Skopje I is scheduled for July 2, to define the protocol for operation and communication of the analytical office.

On May 21 and June 3, the JSP completed two working meetings for five representatives of the JC, including two JC members and three employees. During these meetings, the participants defined the tasks of the Analytical Office, and the job descriptions of its staff.

2.2.2 Provide support for implementation of two key elements of the strategic plan of the judiciary

In this quarter, the JSP continued supporting the implementation of two key elements of the strategic plan of the Judiciary 2014-2016.

Procurement of the audio equipment

In April, the JSP finalized the procurement and installation of audio equipment for six Basic Courts in Ohrid, Struga, Kicevo, Bitola, Prilep and Strumica. The JSP contracted the company ICS Consulting Engineering to implement this activity; ICS was also the original vendor that procured and installed the SRS Femida systems in 80 civil courtrooms in Macedonia and trained 300 judges in the usage of this recording equipment. The new audio equipment, PCs and extra monitors for the sitting judges were installed between April 15 and 22.

ABMS upgrade to calculate cost per case

Following preparations undertaken in the previous quarter to support the ABMS² upgrade to calculate cost per case, the JSP COP and DCOP discussed possibilities for the development of software for automatic calculation of cost per case, including features and functionalities with Mr. Vlatko Danilov, Manager of BASME³, Ms. Silvija Janevska, Head of the Administrative Office of Court Budget Council (AO of CBC), Ms. Maja Hadzi-Kimova, IT administrator at the CBC, and Mr. Ljubomir Hristov, Chief Technology Officer of ULTRA⁴.

On May 22, the JSP organized a presentation on the methodology for calculating cost per case, delivered by Mr. Danilov to the IT staff of ULTRA. This methodology, which should extract data from ABMS and ACCMIS, will be built into the new ABMS module and administered by the JC. In June the JSP finalized the procurement process for the implementation of this activity, which commenced on June 8 and should be completed by September 3. The activity will include development of a module for cost calculation of court cases by type, module for calculating planned cost per case, installation and testing, training and creation of user manual.

2.2.3 Leadership training with top leaders of judiciary

During this quarter, the JSP confirmed that leadership training for top court leaders could not be completed, as the JC did not elect president judges until April 29, 2015, after an 18-month delay. Of the newly elected president judges, almost all previously served in the same role and attended leadership development trainings conducted by the JSP in 2013. In consultation with the COR, the JSP has proposed to implement alternate activities for meeting project objectives.

2.2.4 Support development of software for interoperability between the ACCMIS and the Automated Management and Information System of JC (JCMIS)

At the request of the JC, in June the JSP committed to support development of new module that will allow the JC to more effectively evaluate the work of judges and president judges, through the generation of relevant reports. This functionality will enable JC members to track various events of relevance for the evaluation process, such as:

- * Elapsed time from assigning the case to judge, until its acceptance by the judge;
- * Elapsed time from judge's acceptance of the case, until the first hearing held;
- * Postponed hearings specifying date and reason for postponing;
- * Elapsed time from the announcement of the decision, to the date of verification of the final decision;
- * Total number of cases in progress and total number of old cases; and others.

The procurement procedure and signing of the contract for implementation of this activity are expected to be completed in July.

² Automated Budget Management System of the courts.

³ BASME implemented series of trainings for the courts on financial management, human resources management, projecting case workload, and calculating cost per case in April-May 2014, with support from the JSP.

⁴ ULTRA created the ABMS during the previous USAID Macedonia Court Modernization Project (MCMP) in 2006, providing for standardization of the processes and procedures for budget planning, spending and control of its financial operation. ULTRA also implemented additional upgrades of two ABMS modules in 2014.

RESULT 3: INCREASED FAIRNESS AND EFFICIENCY OF THE ADMINISTRATION OF JUSTICE THROUGH MORE EFFECTIVE LEGAL PERSONNEL AND EFFICIENT PROCESSES

3.1 Requirement 3.1: Develop and Implement Targeted Specialized Trainings for Judges, Court Administrative Executives, and Court Staff

3.1.1 Continue Training Opportunities for Judges with the JTA

Support Systematic Trainings on the Law on Civil Procedure (LCP) for all Civil Judges

During this quarter four LCP trainings were completed on April 2-3, April 16-17 and April 23-24 for a total of hundred (100) judges in the Bitola and Gostivar appellate regions, and on May 7-8 for 37 judges in the Skopje and Shtip appellate regions. During the previous quarter, two LCP trainings were completed for 68 judges in the Skopje and Shtip appellate regions. All trainings included a very lively and interactive discussion, and were highly evaluated by the participants as they resolved many ambiguities of the law that had resulted with different practices among courts.

The remaining three LCP trainings scheduled for May 14-15, May 21-22 and June 4-5, were cancelled. The Supreme Court Justice trainers recently requested that the JSP provide them with honoraria for all LCP trainings, as they did not receive these payments from the Academy for Judges and Public Prosecutors. In accordance with USAID regulations on salary supplements for host government employees, the JSP is not permitted to provide honoraria to these trainers.

3.1.2 Study Tour for ROLC members and other civil activists

During this quarter the JSP prepared for the study tour to the United States for ROLC members and other civil activists. The tour will take place from July 5-16 in the District of Columbia and Massachusetts and will be organized by the US based company PHM International. The objective of the study tour is to expose participants to US best practices in the civil society area, including how LPAs and CSOs in the US play a leadership role in justice system reform efforts, with an emphasis on advocacy for young civil activists, working with media, and citizen participation in ROL efforts.

3.1.3 Support Commercial Law Trainings for Judges

As previously reported, the JSP committed to support the Academy for Judges and Public Prosecutors (JTA) in implementing two commercial law trainings: 1) the legal status of managers and different management levels according to the Law on Companies; and 2) training on legal aspects of bankruptcy of sole proprietors. These trainings were held on June 18 and 19. Trainers were Mr. Marko Andonov, law professor from the American College Skopje, and Ms. Tatjana Susuleska, Judge of the Appellate Court Bitola. Thirty participants attended each of the trainings, including civil and commercial judges, representatives of the Bar Association, Chamber of Enforcement Agents and business chambers.

3.2: Requirement 3.2: Improve Caseload Processing and Reduce Backlog of Cases

3.2.1 Finalize Strategies for Differentiated Case Management (DCM) and Determine National Time Standards (NTS) for Different Case Types

From April 20-30, the JSP hosted US expert Mr. Ron Stout for development of a methodology for measurement of case weight and complexity. Mr. Stout worked closely with the members of the DCM working group and facilitated a workshop on April 24-25.

During the workshop, the judges reexamined and finalized the DCM tracks and primary criteria for assignment of cases as defined during the previous workshops. Also, modifications to ACCMIS to support the new case management system were identified, and a document was developed outlining the events that extend the due date. These are events that are outside of the court's control and for

which the court should not be held accountable. During these events, “the clock will be stopped” and the due date will be extended.

The JSP met with the ACCMIS vendor Edusoft to clarify the scope and extent of the required modifications to ACCMIS. An additional meeting was held on May 14 with the DCM working group, during which the specifics of the modification and required fields were further elaborated. In June the JSP completed the required procurement procedure for implementation of ACCMIS upgrades and signed contract with the ACCMIS vendor Edusoft. This activity, which started on June 29 and should be completed by September 30, encompasses development and testing of the application, installation, preparing of training materials and training of IT administrators and end users.

The modification will allow the two initial pilot courts (BC Skopje 2 and BC Veles) and subsequently all courts in the Republic of Macedonia to functionally assign cases to tracks, track deadlines and receive warnings on due dates and missed actions/events during civil proceedings.

Mr. Stout is scheduled to return to Macedonia September to prepare the DCM Manual and to assist in the introduction of the system to relevant actors in the judiciary that will work on DCM. He also will work with the DCM/NTS working group to develop draft NTS, and will review the upgrade of ACCMIS to accommodate the DCM into the system.

EVENTS AND ACTIVITIES

The project is aware of how important it is to accurately report and document events. This quarterly report includes a matrix summarizing each event, training, forum, seminar, roundtable, etc., along with pertinent descriptive information.

Year IV: April – June 2015

| No | Event | Date | Counterpart | Number of Participants | Gender | | Result Requirement | Evaluation of Training Events (1 – 5) |
|----|--|---------------------|--|------------------------|--------|----|--------------------|---------------------------------------|
| | | | | | M | F | | |
| 1. | Training on the Law on Civil Procedure | April 2 - 3, 2015 | Supreme Court, Courts from Bitola and Gostivar appellate regions | 39 | 24 | 15 | 3.1 | 4.77 |
| 2. | Second informative meeting with journalists | April 7, 2015 | ROLC | 9 | 4 | 5 | 1.2 | N/A |
| 3. | Training on the Law on Civil Procedure | April 16 - 17, 2015 | Supreme Court, Courts from Bitola and Gostivar appellate regions | 34 | 17 | 17 | 3.1 | 4.9 |
| 4. | Training on the Law on Civil Procedure | April 23 - 24, 2015 | Supreme Court, Courts from Bitola and Gostivar appellate regions | 40 | 22 | 18 | 3.1 | 4.97 |
| 5. | DCM/NTS Workshop with Ronald Stout | April 24 – 25, 2015 | DCM Working Group | 14 | 7 | 7 | 3.2 | N/A |
| 6. | Workshop for establishment of Analytical Office at BC Skopje I | April 28, 2015 | BC Skopje I | 9 | 4 | 5 | 2.2 | N/A |
| 7. | Training on the Law on Civil Procedure | May 7 – 8, 2015 | Supreme Court, Courts from Skopje and Shtip appellate regions | 41 | 13 | 28 | 3.1 | 4.92 |
| 8. | Workshop with journalists | May 8 – 9, 2015 | ROLC | 17 | 5 | 12 | 1.2 | N/A |

| | | | | | | | | |
|---------------|---|--------------------|-----------------------------|------------|------------|------------|-----|-----|
| 9. | ROLC's Roundtable Discussion on the new Law on Criminal Procedure | May 20, 2015 | ROLC | 36 | 13 | 23 | 1.2 | N/A |
| 10. | First workshop for establishment of Analytical Office at the Judicial Council | May 21, 2015 | JC | 7 | 4 | 3 | 2.2 | N/A |
| 11. | Second workshop for establishment of Analytical Office at the Judicial Council | June 3, 2015 | JC | 7 | 4 | 3 | 2.2 | N/A |
| 12. | Sixth Annual Assembly of CAA | June 11 – 12, 2015 | CAA | 64 | 30 | 34 | 1.2 | N/A |
| 13. | Commercial law training on the legal status of managers and different management levels according to the Law on Companies | June 18, 2015 | JTA | 30 | 11 | 19 | 3.1 | N/A |
| 14. | Commercial law training on legal aspects of bankruptcy of sole proprietors | June 19, 2015 | JTA | 30 | 11 | 19 | 3.1 | N/A |
| 15. | Strategic Planning Workshop for ROLC | June 24-25, 2015 | ROLC, Trajkovski Consulting | 12 | 3 | 9 | 1.2 | N/A |
| Total: | | | | 389 | 172 | 217 | | |